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ABSTRACT

This report describes Truckee Meadows Community College's (Nevada) environmental scanning process and results. The college decided that environmental scanning and forecasting techniques should be used to plan for both short-term and long-term external factors that impact programs, enrollment, and budgets. Strategic goals include: (1) keeping pace with changing technologies; (2) initiating strategic alliances with business and industry and expanding community partnerships; (3) increasing diversity; (4) enhancing outreach efforts; (5) providing lifelong learning to the community; and (6) assessing instructional effectiveness and student satisfaction. Trained scanners selected seven taxonomy areas most relevant to the college's service area: education; demographics; gaming; labor force and the economy; political; social & lifestyles; and technology. Teams were created to work on each area. One of the trends highlighted by the Education Team is that communication technology and distance learning will require community colleges to make changes in access to learning and content of teaching. The Technology Team reported that distant education on-demand from virtual schools will play a major role in Nevada's education. And the Gaming Team found that gaming interests will continue to be the most powerful economic force in the community, continuing to generate the largest number of jobs. These teams contribute greatly to the planning process and help provide the college with direction. (JA)

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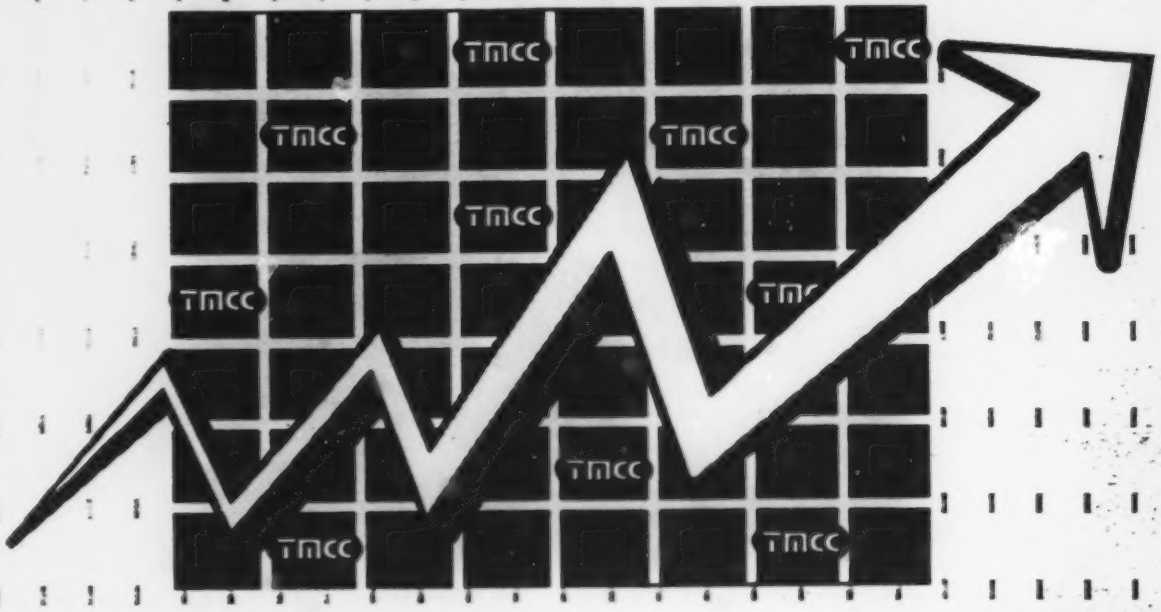

Environmental Scanning Report

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TMCC Truckee Meadows Community College
Office of the Dean
of Institutional Effectiveness

January, 1997

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Environmental Scanning is the systematic collection and monitoring of information describing changes in the environment in order to identify and assess emerging developments, trends, and precursor events that may affect the strategic and tactical objectives of an organization.

Truckee Meadows Community College

Environmental Scanning and Forecasting Report
January 1997

Environmental Scanning is the systematic collection and monitoring of information describing changes in the environment in order to identify and assess emerging developments, trends, and precursor events that may affect the strategic and tactical objectives of an organization.

Environmental scanning and forecasting techniques are tools of planning used extensively by businesses as well as educational institutions. Truckee Meadows Community College began its investigation of environmental scanning in January 1995 when Professor Joel Lapin made a presentation to a small group of faculty and administrators identifying how environmental scanning and forecasting leads to effective strategic planning and budgeting. The College decided that these tools should be used to plan for both short term and long term external factors that impact programs, enrollment, and budgets. The group of faculty and administrators trained in 1995 began the planning process to train additional faculty, form scan teams, and incorporate information gathered by scan teams into the College's mission and goals.

HISTORICAL BACKGROUND

In February and May 1996 the second and third training sessions were held to familiarize faculty, classified and administrators in the techniques and processes of scanning. By the end of the May session, forty-one individuals were trained, and the College extended a college-wide invitation to the newly trained scanners to participate in the Scan Teams established in February. Trained scanners selected eight taxonomy areas most relevant to the College's service area; they are: Education, Demographics, Gaming, Labor Force, Economic, Political, Social and Lifestyles, and Technology. Two taxonomies were combined within a few weeks to form the Labor Force and the Economy taxonomy. Scan Teams consisting of classified, faculty and administrators began gathering information in these seven areas; teams met every two or three weeks to discuss articles found and to classify the information in the articles as fitting one of four categories:

- Trend: A statement of the general direction of change—usually gradual, long-term change, in the forces shaping the future of an organization, region, nation, or society in general. Trends are often longitudinal because they have been observed over a time frame.

- Event: A one-time or non-repeatable phenomenon usually visible or dramatic which has a short-term effect on a system. An event focuses attention on an occurrence at one point in time. In contrast with a trend, an event can be viewed as a cross-sectional phenomenon.

- Emerging Issue: A potential controversy that arises out of a trend or event, which may require some form of response.

- Wild Card: An event that has a low probability of occurrence, but an inordinately high impact if it does.

Each trend identified by a scan team has the rationale, implications for the community served, and the implications for Truckee Meadows Community College identified. A brief summary of each of the 20 trends developed by the scan teams is in the Appendices.

After gathering articles from "scan reader boxes" located throughout the college and reading and summarizing hundreds of articles related to these taxonomy areas, the scan teams were ready for a retreat to present their trend information to the College, community business leaders and special guests.

SCAN TEAM TRENDS

Community leaders who had also participated in an earlier planning process called the Future Search were invited to participate with Truckee Meadows Community College's scan trained individuals in the one day retreat facilitated by Professor Joel Lapin from Catonsville Community College. Twenty-nine participants reviewed the following twenty trends:

- Communication technologies and distance learning will require community colleges to make changes in access to learning and content of teaching.

- An increased need for remedial and developmental skills for students will continue in the future.*

- In the future, credentials and degrees will be less important, and experience and abilities will be more important.

- Mining, warehousing, light manufacturing, electronic communications, gaming and related services will continue to be the major employers in Nevada for the next three to five years and to the year 2000.*

- Distant Education on-demand from virtual schools will play a major role in Nevada's Education by the year 2000.

- A partnership with business and industry is our technical education salvation.

- Gaming interests will continue to be the most powerful economic force in our community continuing to generate the largest number of jobs. The majority of these jobs will be characterized by low wages, minimal skill requirements, minimum benefits, and few, if any, opportunities for upward social mobility.*

- The gaming/tourism industry, especially in Northern Nevada, is subject to fluctuations such as seasonal peaks and lows, weather conditions effecting tourist travel, economics of the surrounding states, and the expansion of casino and Indian Reservation gaming in other states.

- Corporate casino gaming interests will continue to be the most influential force in the economic development and politics on both the local and state levels.*

- Americans' disdain for personal- and property-tax increases has led politicians nationwide to turn to gambling as a way to raise revenues for sorely needed social services. With this expansion of corporate gaming interests into states across the nation, Congress will continue to view gaming as a potential source of funds and will continue to push for (1) a Federal regulatory entity, and (2) Federal tax on gaming.

- Gaming interests will continue to view their major contribution to the community as the generation of jobs, and will continue to fight the responsibility for the strained infrastructure they create and for the generally deteriorating community life that surrounds a gaming-based economy.

- The Nevada Legislature, which meets every two years, will continue to see an increasing majority and influence of Southern Nevada representatives in both the Assembly and Senate. Additionally, Southern Nevada (Clark County) will continue to be the source of the majority of state revenues (gaming and sales tax).

- Washoe County has a low unemployment rate; this low rate of unemployment will continue into the 21st century.*

- A contingent labor force of workers are working two or more part-time jobs; this trend will continue into the future.

- Time restraints on peoples' lives are preventing them seeking education or training, or leading a quality life style.

- .Working and single parents are a large and still growing part of the population, both locally and nationally.*

- We are finding less security in institutions and feeling like we are "on our own."*

- While overall crime trends are mixed, some specifics stand out. Violence is emerging in new places—work, home, freeway, schools. Drug and alcohol use among youth is growing. In Washoe County, gangs are a growing problem.

- The Washoe County population will grow through 2015 with growth rates most concentrated in northeast county communities, in the northwest and southwest areas of Reno and in the southern half of the unincorporated areas of Washoe County.*

- Washoe County population growth through 2015 will be the greatest in those over 50 years of age and school-age children, ages 5 - 19.

Items with an asterisk identify the trends the Chairs felt were the "Core Trends" from their respective taxonomies.

SEPTEMBER RETREAT

The retreat activities included presentations by the Scan Team Chairs of the data they collected over the previous six or seven months. Retreat participants were divided into four groups and charged with three activities: (1) agree upon "core trends" from the information presented; (2) identify "themes of change" from the trends; (3) draft a mission and goals statement. By the end of the day, the participants achieved their goals. Summaries from each of the four groups are in the Appendices.

The Planning and Development Division and guests reviewed the retreat drafts from the four groups and made recommendations based on the Core Trends for the mission, vision, and college goal statements. Nine Core Trends were agreed upon by the Scan Steering Committee and the Planning and Development Division.

CORE TRENDS

- Communication and information technologies and distance learning will require community colleges to make changes.

- The need for remedial and developmental skills for students will continue in the future.

- Gaming interests will continue to be the most powerful economic and political force in our community generating the largest number of jobs.

- Washoe County has a high employment rate which will continue.

- The contingency labor force will continue in the future.

- Working and single parents will continue to be a large and growing part of the population.

- There is a continuing shift in roles, responsibilities, and relationships from centralized to decentralized, from institution to individual, and from Federal to State.

- Washoe County's population will continue to grow through 2015 with increased diversity and growth concentrated in school-age children and those over 50 years of age.

- Population growth in southern Nevada will continue to have political and financial impacts on northern campuses in the years ahead.

These nine Core Trends are reflected in the first draft of College's goals along with supporting evidence from two other sources -- the Future Search's "Ten Points of Common Ground" and the eight Areas of Inquiry with performance indicators from the Institutional Effectiveness chart.

PROPOSED MISSION STATEMENT

From the four mission statements from the retreat, the Scan Steering Committee and the Planning and Development Division preferred this one: Truckee Meadows Community College's mission is *MAXIMIZE OUR COMMUNITIES' DIVERSE HUMAN POTENTIAL.*

PROPOSED VISION STATEMENT

A Vision Statement surfaced from the Planning and Development Division meeting when Division members and guests were reviewing the materials developed through the Scan Retreat. That proposed statement is as follows:

Truckee Meadows Community College will become the nexus for life-long learning for all members of the community. TMCC faculty will accredit and guarantee learning, skill acquisition, personal management and quality. TMCC will provide lower division transfer curriculum, student services, and continuous training programs for

the workforce. With the development and accessibility to information systems and networks (interactive learning), TMCC will provide customized quality learning at any location, at any time, for any level of readiness, and in flexible learning environments.

The proposed mission statement and vision are in the process of being presented to the College and the Institutional Effectiveness Committee. Revisions to these two documents, the proposed strategic colleges goals and objectives developed from the Core Trends, and other documents may occur before final approval and presentation to the Board of Regents.

PROPOSED STRATEGIC GOALS

The Core Trends are a major resource for the College's strategic goals. Although only nine were selected as "Core Trends," the remaining trends influenced the College's strategic objectives. The proposed strategic college goals will receive the main planning and budgeting thrusts over the 1997-1999 biennial period.

Truckee Meadows Community College will optimize the use of resources available while continuously improving the following areas:

- Keep pace with changing technologies to ensure student success while expanding the use of technologies to enhance workforce development.
- Demonstrate evidence of student learning and achievement of educational goals.
- Be the catalyst for strategic alliances with business and industry and expand community partnerships.
- Expand educational opportunities to meet changing and diverse needs of the community by continuing to seek out and serve populations that are diverse—socially, cognitively, physically, culturally.
- Enhance the college's outreach efforts to understand the economic, political, social, cultural and environmental climates.
- Deliver the highest quality educational programs and services to upgrade skills and to provide degrees, certificates, transfer credit, and opportunities for lifelong learning.
- Expand environmental scanning and forecasting activities and institutional research to assess more efficiently the training and upgrading needs of a high employment service area.

- Establish effective internal systems and processes to provide excellent educational programs effectively and efficiently.

- Assess instructional effectiveness and student satisfaction.

- Promote participatory decision-making through shared governance.

CONSULTANT'S REPORT

Professor Lapin submitted his report on Truckee Meadows Community College's environmental scanning and forecasting activities along with recommendations for the continuance of scanning functions. His full report is included in the Appendices.

PLANNING PROCESS FLOW

The College's Environmental Scanning Steering Committee consists of the Scan Team Chairs, the Dean of Institutional Effectiveness, and the Vice President of Planning and Development. The environmental planning processes Truckee Meadows Community College uses are based on the relevance of environmental scanning and forecasting, energized teams, and continuous quality improvement management. The following chronological scanning steps are in process:

1. Scan Teams continue to list external environmental trends in each taxonomy area with an accompanying rationale for each trend statement and report their findings back to the Environmental Scanning Steering Committee, the campus, and the newly formed Institutional Effectiveness Committee on a regular basis.

2. From this list of trends, the Steering Committee, College leaders and special guests will select a number of top/core trends judged to be the most consequential to the communities served by Truckee Meadows Community College for the next three years and into the future.

3. Develop an institutional mission statement that responds to and follows from the core trends.

4. The College, through its Planning and Development Division and Institutional Effectiveness Committee, will list institutional strengths and weaknesses. From this larger list the College will select those key/core/top strengths and weaknesses that will impact programs and budgets.

5. The Planning and Development Division will use the key/core/top strengths and weaknesses to develop institutional strategic goals which are reasonable and

achievable. Goals to be developed will follow from the core/key trends and be written in conjunction with strengths and weaknesses.

6. If there is an existing set of strategic goals that the institution can't or won't eliminate, then the College will apply core/key trends and key/core/top strengths and weaknesses to the current strategic goals to "tweak" and improve them or at the least, use the scanning information to provide an anchor and rationale for them.

7. Truckee Meadows Community College will clarify/revise each potential strategy for accomplishing each objective based on core trends and top strengths and weaknesses.

8. Planning Development Division and Institutional Effectiveness Committee will update strategic goals, objectives, or strategies; provide resources; establish timelines, responsibilities, levels of success; and evaluate results and revise accordingly.

PLANNING TIMELINE

The Scanning Teams and Scanning Steering Committee support the eight steps just described; they are expanding the number of scan readers and scan team members while continuing to gather information for the taxonomy areas, prepare scanning abstract forms, and report on a regular basis to the College and to the Institutional Effectiveness Committee and Planning and Evaluation Council. The scanning process will be a three year planning cycle for biennial budget purposes; however, long term strategic planning will also reflect the core trends. The environmental scanning activities are a critical component for the development of the College's strategic goals.

SUMMARY

The College believes in the value of "scan to plan" in order to make the best use possible of limited resources, and to be prepared for foreseeable trends that could impact enrollments, programs, community growth, and funding sources. If the College uses the tools it has in environmental scanning and forecasting effectively, the communities it serves will find the kinds of programs needed for economic development available; workers will be able to upgrade the skills they need to keep pace with technology; students who need basic skills will find the College the resource they need; special populations including the young and the retired will have access to specialized services, skills training, or vocational interests. Distance learning and the impact of technology on teaching/learning or interactive learning will become standards. While the college cannot be all things to all people, it can

maximize its resources to serve its communities well by identifying core trends, examining its strengths and weaknesses, and budgeting its limited resources to provide the programs and services identified through the College's strategic planning activities and continuous quality improvement management.

ENVIRONMENTAL TRENDS BY TAXONOMY

ENVIRONMENTAL SCANNING
EDUCATION TEAM

Trend #1:

Communication technologies and distance learning will require community colleges to make changes in access to learning and content of teaching.

Rationale:

Online courses are multiplying with 75 universities and colleges offering online degree programs as of October 30,1995, according to a tally on CompuServe's Education Forum. Information technology offers learning which can be individualized, interactive, exploratory, creative, imaginative, and continual. Learning software is improving qualitatively as well as quantitatively.

Implications for Community Served:

- Control moves to the learner away from the teacher.
- Learning becomes place-independent and time-independent.
- Transportation and time are minimized.
- The techniques of how adults learn becomes more important, both the advantages and the disadvantages.
- New ways to motivate students becomes more important.
- Community colleges are capable of serving individuals and communities in distant areas.
- Access for disabled students is increased.

Implications for Truckee Meadows Community College:

- Faculty development must include techniques to individualize and customize teaching and learning skills.
- TMCC will have to reevaluate how and where it assesses students, where teachers will teach, how counselors will counsel, and what the functions of teachers and counselors are.
- Increased service to disabled students results in additional requirements for counseling personnel and faculty development.
- There is no longer an exclusive territory for the community college as classes can be national in scope.
- These changes are very costly.

ENVIRONMENTAL SCANNING
EDUCATION TEAM

Trend #2:

An increased need for remedial and developmental skills for students will continue in the future.

Rationale:

Students entering college do not have the skills that they need. Headline is "Critics Charge Two-year College Becoming Remedial Education Factories by Default." Marilynn Schenk, a reading specialist employed by TMCC, discovered in a survey she conducted that approximately 50% of the students read below college level.

Implications for Community Served:

- If those coming to Reno are those needing more remedial education, then Reno's ability to attract high tech or high paying jobs that require higher skill levels is diminished. A labor force with low skill levels is not an incentive for a company to come to Reno. (ex.: Reno Air moving to Las Vegas.)
- If the population has low skills, it may not have the income to support the community via payroll taxes, consumption spending, etc. This low income level affects all aspects of the Reno community from quality of life here to travel and tourism.

Implications for Truckee Meadows Community College:

- If the low-paying and low-skill jobs of the casinos attract people needing more remedial classes, this may provide an opportunity for workplace literacy classes.
- Increased assessment and placement of students according to ability will be needed.
- Increased counseling services will be required.
- Increased faculty and staff will be needed.
- This, too, is very costly.

ENVIRONMENTAL SCANNING
EDUCATION TEAM

Trend #3

In the future, credentials and degrees will be less important, and experience and abilities will be more important.

Rationale:

Workers need to be multifunctional, less specialized, more breadth and less depth. There is less job security. Job flexibility is needed. Work is judged by performance. Workers must have good communication and be a team player. One must learn for a lifetime. Skill in using the Internet is becoming a requirement of many jobs.

Implications for Community Served:

- Students will have increased expectations for educational standards.
- Workers will need survival skills and job updating to remain viable in the labor market. These needs will increase the people's interest and motivation to take classes.

Implications for Truckee Meadows Community College:

- There will be greater emphasis on learning rather than on teaching.
- Greater requirements in Business and Industry for programs and services that are customer centered.
- Skills/knowledge/abilities should be more, or at least as much, valued as degrees, credentials, and requirements.

ENVIRONMENTAL SCANNING
TECHNOLOGY TEAM

Trend #1

Mining, warehousing, light manufacturing, electronic communications, gaming and related services will continue to be the major employers in Nevada for the next three to five years and to the year 2020.

Rationale:

The community will continue rapid population growth, and so will these businesses, industries and associated service areas. At present there are lagging resources for social and physical infrastructure needs such as roads, public services, and schools. This trend will also continue.

Implications for Community Served:

- With Nevada's rapid growth, there is opportunity for our community to attract clean industries with a more educated, diversified workforce and population.
- Northern Nevada must provide moderately priced housing for the workforce if we are to attract new high tech industry to the area.

Implications for Truckee Meadows Community College:

- All TMCC technical facilities in the community will be more impacted by this rapid growth than they are now.
- TMCC will need a larger partnership with Washoe County School District for sharing shop facilities throughout the community.
- TMCC technology programs need new shop facilities and funds for technology programs.
- TMCC will play a major role in technical and continuing education for 85% of our population not attending universities.
- In the next three to five years, TMCC technology programs will build its relationship with other programs across the curriculum with our sister community colleges, Washoe County School District, and UNR. Together, we will provide school-to-work programs to meet the growing needs of our businesses and industries, and those yet to come to Northern Nevada.

ENVIRONMENTAL SCANNING
TECHNOLOGY TEAM

Trend #2

Distant Education on-demand from virtual schools will play a major role in Nevada's education by the year 2000.

Rationale:

Higher and continuing education is and will continue to be increasingly important for technical education and personal success. The distances Nevada students travel for technology courses limits who can attend classes. Education expense is the driving force for re-engineering education to be more cost effective.

Implications for Community Served:

- Greater access to TMCC services at reduced travel cost. More people can be served at their convenience, 24 hours a day.
- Distant education will reduce the infrastructure pressure for more, buildings, transportation and roads for keeping up with population growth.

Implications for Truckee Meadows Community College:

- With distant education, TMCC can offer courses anywhere, anytime.
- Nevada's student population is wide spread over great distances. With our workforce in need of a rapid education delivery system, the virtual school is an viable option, and TMCC must be ready to deliver.
- Many businesses and industries already have video conferencing equipment that can be adapted to distant education.

ENVIRONMENTAL SCANNING
TECHNOLOGY TEAM

Trend #3

A partnership with business and industry is our technical education salvation.

Rationale:

Our businesses and industries have the ability to help us stay current with technology. With their support and financial help, education can have an opportunity to serve Nevada as never before.

Implications for Community Served:

- TMCC teams can be a listening post, preventing problems in the community before they occur.
- An Internship Program is most valuable for graduates entering today's job market.
- A working relationship with business and industry gives us a great resource for student placement.
- A partnership streamlines the hiring process, reducing lost productivity for industry, and lost time for students in job hunting.

Implications for Truckee Meadows Community College:

- A close association with business and industry gives us an excellent opportunity to provide services such as a direct information line to assigned businesses.
- On-site registration, on-site classes, and distant learning for students at their convenience provides our students and industry just in time courses necessary for a competitive society in the next century.

ENVIRONMENTAL SCANNING
GAMING TEAM

Trend #1

Gaming interests will continue to be the most powerful economic force in our community continuing to generate the largest number of jobs. The majority of these jobs will be characterized by low wages, minimal skill requirements, minimum benefits, and few, if any, opportunities for upward social mobility.

Rationale:

Various journal, magazine, and newspaper articles.

Implications for Community Served:

- Increased number of working-poor and two-income families unable to get ahead, affordable housing, child care or health care.
- Inability to create/attract high-wage job base to balance low-wage service sector.
- Uninsured workers placing greater demands on public health services.
- Gaming workforce will continue to be transient, low-skilled, and low-income.

Implications for Truckee Meadows Community College:

- Gaming industry employees will continue to seek higher education and technical training as a way out of the casinos and on to a better paying job and life-style.
- These students will be in need of assessment, remediation in English and math, as well as study skills, financial aid, counseling, and affordable child care.

ENVIRONMENTAL SCANNING
GAMING TEAM

Trend #2

The gaming/tourism industry, especially in Northern Nevada, is subject to fluctuations such as seasonal peaks and lows, weather conditions effecting tourist travel, economics of the surrounding states, and the expansion of casino and Indian Reservation gaming in other states.

Rationale:

Americans' disdain for personal- and property-tax increases has led politicians in 35 states, thus far, to turn to gambling as a way to raise revenues for sorely needed social services.

Implications for Community Served:

- Gaming revenues in Washoe County (Reno) have remained flat during the first two-quarters of 1996.
- Significant new casino expansion in Reno during the past 18 months has not brought about a significant increase of gaming revenues, rather there has been a redistribution of revenues.

Implications for Truckee Meadows Community College:

- The State budget, i.e. the Community College and University System of Nevada budget, is developed on projected revenues from the gaming tax.
- The planning and development of TMCC is directly effected by these fluctuations in gaming revenues.
- Competition for scarce State revenues between CCUNS and other state agencies, particularly Nevada State Prisons and Department of Highways.

ENVIRONMENTAL SCANNING
POLITICAL TEAM

Trend #1

Corporate casino gaming interests will continue to be the most influential force in the economic development and politics on both the local and state levels.

Rationale:

The two major sources of state revenues are from the gaming and sales taxes.

The corporate gaming interests are the largest contributors to political candidates and spend the most in lobby efforts.

Gaming interests have been able to maintain the Nevada gaming tax at 6.75 %.

Nevada is a "right to work" state.

Nevada has a constitutional amendment prohibiting a state lottery.

Casino interests have been successful, thus far, in preventing the development of casino gaming on Indian reservations in Nevada.

Reno gaming interests have been successful, for over 8 years, in the delaying the creation of a homeless shelter located near downtown casinos.

Implications for Community Served:

- The tax revenue path to community development is heavily influenced by gaming interests.
- Competition among local service agencies for limited State and local funds.

Implications for Truckee Meadows Community College:

- Need to consider gaming industry and revenues in future planning of TMCC.
- Competition between member institutions of the Community College and University System of Nevada.

Trend #2

Americans' disdain for personal- and property-tax increases has led politicians nationwide to turn to gambling as a way to raise revenues for sorely needed social services. With this expansion of corporate gaming interests into states across the nation, Congress will continue to view gaming as a potential source of funds and will continue to push for (1) a Federal regulatory entity, and (2) Federal tax on gaming.

Rationale:

In 1994 the Clinton administration proposed a 4% federal gaming tax on gross gambling revenues to fund the new welfare reform programs. Nevada's Governor Miller, currently head of the National Governors' Association, and representing 34 other states with casino gaming, met with the President who withdrew his proposal.

Implications for Community Served:

- A federal tax on gaming could greatly effect Nevada gaming tax revenues.
- The spread of casino gaming into surrounding states could greatly impact Nevada gaming revenues.
- Nevada gaming interests have funded anti-gaming organizations in California.
- Northern Nevada will have to become more competitive in its approach to gaming and tourism.

Implications for Truckee Meadows Community College:

- A federal gaming tax and or the expansion of gaming in nearby states could indirectly effect the budget of TMCC.

ENVIRONMENTAL SCANNING
POLITICAL TEAM

Trend #3

Gaming interests will continue to view their major contribution to the community as the generation of jobs, and will continue to fight the responsibility for the strained infrastructure they create and for the generally deteriorating community life that surrounds a gaming-based economy.

Rationale:

Corporate developers of gambling facilities do not apologize for their failing to directly engage in community development where they make their profits.

Corporate gaming will continue its history of not engaging directly in community development efforts, such as affordable housing, scholarships, or child-care.

Implications for Community Served:

- Increased number of working-poor and two income families unable to get ahead, affordable housing, child care or health care.
- Inability to create/attract high-wage job base to balance low-wage service sector.
- Uninsured workers placing greater demands on public health services.
- Employees continue to seek higher education and technical training as a way out of the gaming industry and on to a better paying job and life-style.

Implications for Truckee Meadows Community College:

- Gaming industry employees will continue to seek higher education and technical training as a way out of the casinos and on to a better paying job and life-style.
- These students will be in need of assessment, remediation in English and math, as well as study skills, financial aid, counseling, and affordable child care.
- TMCC will need to play an active role in working with local and state agencies in finding new and collaborative ways in order to meet the educational and training demands of our community.

ENVIRONMENTAL SCANNING
POLITICAL TEAM

Trend #4

The Nevada Legislature, which meets every two years, will continue to see an increasing majority and influence of Southern Nevada representatives in both the Assembly and Senate. Additionally, Southern Nevada (Clark County) will continue to be the source of the majority of state revenues (gaming and sales tax).

Rationale:

Newspaper articles, TV and radio news, conversations with community and political leaders.

Implications for Community Served:

- Competition between Northern and Southern Nevada communities for scarce state revenues and in turn competition among community agencies.
- This competition could be especially keen amongst higher education, K -12, prisons, and welfare.

Implications for Truckee Meadows Community College:

- Need to meet projected enrollment figures on which the allocation of State funding is based.
- Delay in the implementation of new programs.
- Need to be fiscally responsible

ENVIRONMENTAL SCANNING
LABOR FORCE & THE ECONOMY TEAM

Trend #1

Washoe County has a low unemployment rate; this low rate of employment will continue into the 21st century.

Rationale:

Throughout the 1990's and projected to the year 2000 and beyond, Washoe County's unemployment rate will continue to hover around the 5 percentile. This low rate of employment and a relatively small population base of workers poses a major obstacle for companies. Companies considering relocation to Washoe County are not finding a semi-skilled to skilled workforce; existing companies wishing to expand operations have difficulty in finding people who are willing and able to work.

Historically, Nevada endures mild recessions when the rest of the nation undergoes major recessions. With the mining and gaming industries appearing reasonably stable, a core trend of low employment suggests the continuing saga of insufficient unemployed people capable of being trained for a skilled labor market.

Implications for Community Served:

- A stable, but small increase in economic growth; a no growth mode for the community and area.
- A large contingent of workers holding down two or more low paying jobs, in part, creating low unemployment; these workers tend not to have the time, money or desire to seek training for semi-skilled or skilled positions. Most live in apartments or trailers, thus are not property tax paying citizens.
- People relocating from outside of the area seeking employment; perhaps needing additional training.
- A continuing absence of sufficient people willing to entry the workforce or be trained for workforce skilled positions.

Implications for Truckee Meadows Community College:

- A need to identify the unemployed and underemployed and trained them for higher skilled positions.
- Custom design and import training and education into the workplace.
- Encourage businesses to support training and provide increased wages for employees who seek and obtained higher skilled training.

ENVIRONMENTAL SCANNING
LABOR FORCE & THE ECONOMY TEAM

Trend #2

A contingent labor force of workers working two or more part-time jobs; this trend will continue into the future.

Rationale:

Company downsizing in order to stay in business and make a project has resulted in the creation of a myriad of part-time positions that pay low wages and no benefits. Too often downsizing results in making a profit and the expense of workers and quality production; part-time jobs have become a way of life for many Americans. This trend began in the 1960's and will continue well into the 21st century.

Implications for Community Served:

- A community of workers working two or more jobs to make ends meet; not providing them with time to devote to family, social, recreational and cultural events, or educational pursuits.
- Contingent workers tend to be transient in nature; most can not afford owning a home; most non-tax generating apartments and trailers; most are disillusioned about government, education and business practices.
- Creates a noticeable absence of loyalty and trust between the contingent labor force and the employers; contingents tend not to take pride in community or accept responsibility for their actions.

Implications for Truckee Meadows Community College:

- Provide personal and career counseling services.
- Join forces with businesses and other agencies to train part-time workers; an incentive for those gaining job skills could be to creating full-time positions.
- Take training and education to the contingents; at work or in their home via interactive long distance learning.
- Provide training and educational opportunities at non-traditional times; evenings, weekend, year around during all hours of the day or night.
- Team-up with employment agencies who place people in part-time, often temporary positions; assist with training efforts that may lead these people to higher paying and possibly full-time positions.

ENVIRONMENTAL SCANNING
LABOR FORCE & THE ECONOMY TEAM

Trend #3

Time restraints on peoples' lives are preventing them seeking education or training, or leading a quality life style.

Rationale:

When people have jobs taking up their time and providing them with a sufficient means to sustain their standards of living, they often elect not to seek or take advantage of continuing training and educational opportunities. Today's society has created a population of people who are unable to balance their lives; there appears not to be sufficient time for family, work, and education; many are choosing family and work over training and education.

Implications for Community Served:

- A stable economy, but not necessarily a well educated or skillfully trained citizenry.

Implications for Truckee Meadows Community College:

- Lower "traditional" enrollments; seek non-conventional methods of reaching students.
- A need to promote education and training; and provide access.
- A time to concentrate on "quality" training and education; quality experiences often leads to a quantity of those wishing to experience.

ENVIRONMENTAL SCANNING
SOCIAL & LIFESTYLE TEAM

Trend #1

Working and single parents are a large and still growing part of the population, both locally and nationally.

Rationale:

Various newspaper articles. Washoe County Family Profile, a study done by United Way. "Over 70% of school-age children in Nevada who live in two-parent families have both parents working. A quarter (25.6%) of Nevada's children live in single-parent families - the second highest proportion in the U.S. - United Way's A Family Profile - Washoe County, 1994. United Way's 1996 environmental scan identifies the growing number of working poor as a trend in Washoe County.

Implications for Community Served:

- need for affordable, convenient child care
- same for health care
- parents have less time and energy, more stress
- less disposable income
- need for affordable housing
- more "working poor"
- smaller local tax base and more demands for services: police, health care, counseling
- may mean more transient population
- increased demand for programs for unsupervised youth

Implications for Truckee Meadows Community College:

- need for transportation, good use of all campus locations
- need for TMCC to research the needs of these students
- need for counseling services directed to single/working parent concerns
- faculty development: awareness and response ability
- curriculum development: special programs on how to cope with/change one's situation
- need for affordable, convenient child care at TMCC
- grants & foundations assistance coordination

ENVIRONMENTAL SCANNING
SOCIAL & LIFESTYLE TEAM

Trend #2

We are finding less security in institutions and feeling like we are "on our own".

Rationale:

Various phenomena, from the growth in new management ideas (TQM) in industry to the Republican agenda of cutting government. Social Security is in trouble. Welfare reform. Growing emphasis on family and individual responsibility. Drive to put more programs in the hands of local governments. United Way has identified this as a major trend in their 1996 environmental scan (page 26, 1996 United Way environmental Scan: Trend #15 - Leadership Breakdown).

Implications for Community Served:

- both partners in couple work
- population pressures - workers moving from California to Nevada
- insecurity and fear - fear of the poorer people (crime)
- poor will be worse off - need for more services and volunteer organizations
- emphasis on families
- greater acceptance of social responsibility by individuals
- greater entrepreneurial opportunities - more demand for services
- disabled people are becoming more independent

Implications for Truckee Meadows Community College:

- need for training and awareness relative to Americans with Disabilities Act
- new administration styles at TMCC needed
- need for expansion of foundation & scholarships offered
- need to communicate what we already offer effectively to students
- continued and maybe growing need for developmental classes and programs
- need to find ways of continuing "Smart Starts" and similar programs when grant money is no longer available
- need to find ways of countering the "isolationist" aspects of this trend
- opportunity to lead the community in creative ways
- opportunities to facilitate and train people in leadership and decision-making

Trend #3

While overall crime trends are mixed, some specifics stand out. Violence is emerging in new places - work, home, freeway, schools. Drug and alcohol use among youth is growing. In Washoe County, gangs are a growing problem.

Rationale:

Various Gazette-Journal articles from 1996. United Way environmental scan identifies many of the above trends under their trends #4: Violence.

Implications for Community Served:

- increased fear and restriction of activities
- need for alternatives to crime: recreational activities for youths
- more demands on community services - police, parks, non-profit organizations
- growth of neighborhood watch programs, security guards and devices
- increase in dropout rate
- computer crimes could have huge impact on computer-dependent organizations, services
- expansion of the police force and new policing tactics

Implications for Truckee Meadows Community College:

- self-defense courses needed
- budgetary impact for TMCC security - personnel and equipment, e.g. video cameras
- internships needed - law enforcement programs
- drug education/awareness - staff development and training
- can we start or expand outreach to jail population?
- need for policies, responses to weapons on campus

ENVIRONMENTAL SCANNING
DEMOGRAPHICS TEAM

Trend #1

The Washoe County population will grow through 2015 with growth rates most concentrated in northeast county communities, in the northwest and southeast areas of Reno and in the southern half of the unincorporated areas of Washoe County.

Rationale:

A brief summary of key points and identify the most important idea that indicates change:

The July 26, 1995 forecast for Washoe County population report shows 11% growth between 1995 and 2000, 22% growth between 1995 and 2005, 32% growth between 1995 and 2010 and 41% between 1995 and 2015.

These forecasts are a consensus of data from four sources. The actual rate of growth will be determined by factors such as casinos building approved hotel rooms, gaming expansion in nearby states and the economy in California economy is strong - this should slow the migration to the Reno-Sparks area. The article from American Demographics addresses this also.

The Truckee Meadows (Reno, Sparks and the unincorporated portions of Washoe County) serve residents in communities in adjacent California counties as a center for employment, higher education and shopping. These small communities will probably see a moderate growth rate.

The projected population growth in the county by geographic jurisdiction indicates that the northeast part of the county will see a high rate of growth in Sparks, Spanish Springs, Sun Valley (58000 additional people in the three areas). Growth in Reno will be concentrated in the northwest and the southeast.

1990 Census data show that 52% of migrants into Washoe County are male and 85% are white. Fourteen percent were over 55 years of age and 20% were ages 5-19. In 1995, 19% of the county populations was over 55 and 19% were ages 5-19. Due to the high number of minimum wage jobs, it is likely that many new residents will be near the poverty level and will put demands on the social infrastructure.

Implications for Community Served:

- Currently, 39% of jobs are in the service area (primarily hotel-casinos) and the projection is that 43% of jobs will be in service areas in 2015.

- These jobs are primarily low-skills positions and pay low wages. Many of the positions are filled with immigrants now and probably will continue to be in the future.
- There will be an increase in the number of working poor people and an inadequate supply of housing for them.
- There will be demand for more social services and more K-12 schools. The resulting higher taxes will bring resistance from taxpayers, a demand for more accountability and may impact the tax dollars available for higher education. In addition, Nevada must fight to get increased Federal dollars for social services as the population increases.

Implications for Truckee Meadows Community College:

- There will be increased demands for child care by our students and demand for remedial and ESL education. The growth in the "working poor" will result in increased demand for basic skills training and self-help programs.
- As the poor continue to increase, there will be more non-profit agencies and this may result in demand for entrepreneur training by the agencies so they can be more effective with their limited resources.
- The demand for security and law enforcement personnel will result in opportunities for training programs at TMCC. Both citizens and businesses will seek a high level of safety for themselves and their customers.
- TMCC must address issues of physical proximity, distance education and weekend classes to accommodate the schedules of working students. The majority of our students will work full-time in the future, as they do today.
- Growth in our service area at the projected rates will affect all aspects of the college: staff, faculty, facilities, funding and services. TMCC must continue to look at offering programs at various sites in the area. It must be effective in seeking legislative funding to meet forecasted growth. TMCC should also pursue using technology to teach students where they live and work.

ENVIRONMENTAL SCANNING
DEMOGRAPHICS TEAM

Trend #2

Washoe county population growth through 2015 will be the greatest in those over 50 years of age and school-age children, ages 5-19.

Rationale:

Washoe county growth projections by five year age interval cohorts have demographic change implications for TMCC because not all age groups will grow at the same rate.

Senior citizens - in Fall 1994, 15% of our students were fifty or older . Projections for age cohorts fifty-five and older show a 28% increase between 1996 and 2015. It is commonly accepted, nationally, that people are living longer, are healthier and have more disposable income.

High school seniors - enrollment projections from the Washoe County School district show 2495 seniors in 1995-96 and 3256 seniors in 2000-01 (a 31% increase) and 3870 seniors in 2005-06 (a 19% increase over 2000-01). In Fall 1994, over 20% of June 1994 high school graduates attended TMCC. Also, many students from earlier years attended TMCC for the first time. Eleven percent of our students were 18-19 years of age. Growth projections from the county show lower growth rates than those projected by the school district.

Implications for Community Served:

- The need for child care for young families will increase as high school graduates and dropouts start families. Also, the community may have to fight crime issues as the proportion of young people increases. The demand for safety by taxpayers will be heightened by the increase in senior citizens.
- Seniors are likely to more educated and affluent over the next twenty years but they will also question tax increases and expect accountability from elected officials. They will challenge increased taxes for schools to accommodate the increased number of young people.
- Many seniors will continue to work. Currently 10% of seniors ages 65-79 work. Some seniors will seek new challenges and may seek a second career or degree.

Implications for Truckee Meadows Community College:

- Currently 20% of those citizens 55 and over took at least one class in 1995. This number will increase.

- Senior citizens - TMCC should strengthen its programs aimed at this rapidly-growing segment of the population. They are concerned about health issues, care of aging parents and financial and leisure aspects of retirement. The focus will be on personal development rather than job-related training.
- High school seniors - In the future, TMCC should capture a higher proportion of this growing group since UNR will be implementing more rigorous admission standards. Discussions at the federal level about changes in welfare policies and education grants to high school graduates could have a significant impact on TMCC enrollments.

ENVIRONMENTAL SCANNING
SEPTEMBER RETREAT

Truckee Meadows Community College
STRATEGIC PLANNING RETREAT

September 18, 1996

The purpose of this retreat is to develop a mission and goals statement for Truckee Meadows Community College.

8:30 - 8:45	Coffee, Introductions, Team assignments
8:45 - 9:00	Opening Remarks . Dr. Ken Wright, President . Dr. Rita Huneycutt, Vice President of Planning & Development
9:00 - 9:15	A review of external environmental scanning and forecasting and its relationship to strategic planning (Elsie Doser and Joel Lapin)
9:15 - 9:30	The Rules and the Issue Bin
9:30 - 9:45	Break
9:45 - 11:15	Presentation of external environmental trends by each scan team and selection of core trends (group discussion and adoption)
11:15 - 12:00	Development of themes of change (Teams)
12:00 - 12:45	Lunch
12:45 - 1:15	Theme reports from teams
1:15 - 3:15	Development of TMCC Mission and goals (Teams)
3:15 - 3:30	Break
3:30 - 4:00	Mission and goals reports (Teams)
4:00 - 4:15	Next steps and evaluation

GROUND RULES

1. No rank in the room
2. Everyone participates, no one dominates
3. Help us stay on track
4. Listen as an ally—seek first to understand, then to be understood
5. One speaker at a time
6. Give freely of your experience
7. Maintain each other's self-esteem
8. Agree only if it makes sense to do so
9. Keep an open mind
10. Have fun!

ISSUE BIN

1. Topics that will or may be addressed later.
2. Questions that can or should be deferred until the end of the agenda.
3. Items that can or should be the subject of future agendas.
4. Should always be posted in plain view.

Environmental Scanning Groups

September 18, 1996

Group 1
Paula Ringkob, Chair
Karen Steinberg
George Wilkinson
Dave Eckes
Donna Margerum
Marjorie Ashton

Group II
Bill Verbeck, Chair
Vince Swinney
Linda Nye
Mich Glazier
Marsha Lindeken
Dave Keebler
Dick Brand
Jim Cotter

Group III
Leon Lucchesi, Chair
Margie Lish
Robin Cimino
Aurora Cortez
Donna Odell
Fred Boyd
Mike Rainey
Elsie Doser

Group IV
Jim Claybrook, Chair
Kendall Mattrina
Wirt Twitchell
Tom Jacobs
Rita Huneycutt
Karen Hruby

Discussion of core trends and suggestions for change that must have approval of the scan team responsible for the trend statement before it is changed.

GROUP 1

Core Trends

1. Communication and information technologies and distance learning will require community college's to make changes.
    - tech advance

2. An increased need for remedial and developmental skills for students will continue in future.
    - Increased developmental education

3. Gaming interests will continue to be the most powerful economic and political force in our community generating the largest number of jobs.
    - dominance of gaming

4. Washoe County has low unemployment rate which will continue (re-word to stress full employment).
    - continuing high employment

5. Continuing a shift from traditional to a contingent labor force.
    - increased contingent labor force

6. Working and single-parents are a large and growing part of the population.
    - increased working parents

7. Continuing shift in roles, responsibilities and relationships.
    - continuing shift in roles

8. Washoe County population will growth through 2015 until increased diversity and growth in school - age children and people over 50.
    - growing population

9. Major employers should include governmental and health services.

10. Industry group job growth proportions will remain stable in the future.
    - stable job growth

New Trend ----Shifting political power to the states, to Southern Nevada and competition for education resources shifting political power.

GROUP 2

Core Trends

1. Changes in access, content and customer.
2. Movement toward customized/value added.
3. Active partnership with business and community.
4. Gaming "the good, the bad, the ugly".
5. Lack of long term investment in human capital.
6. Privatization of government.
7. Demographic bimodel:

GROUP 3

Core Trends

1. An increased need for remedial and developmental skills for students will continue in the future.
2. Mining, warehousing, light manufacturing, electronic communication, tourism/gaming, and related services will continue to be the major employers in Nevada for the next 3-5 years and to the year 2020. The technology needs of industry is growing exponentially for higher skilled employees.
3. Gaming interests will continue to be the most powerful economic and political force in our community, continuing to generate the largest number of jobs.
4. Washoe County has a high employment rate and it is expected to continue into the 21st century with many persons working 1+ jobs.
   * California gaming; 4% federal tax
5. Working and single parents are a large and still growing part of the population, both locally and nationally.
6. We are finding less security in institutions and feeling like we are "on our own".

7. The Washoe County population will grow through 2015 with growth rates most concentrated in North East county communities, in the North West and South East areas of Reno and in the southern half of the unincorporated areas of Washoe County.

GROUP 4

Core Trends

1. Technology dependent
2. Non-traditional delivery (creative)
3. Employment/industry status quo (non diversification)
4. Gaming requires "triage"
5. Gaming influence
6. Low unemployment
7. Working poor
8. Quality of life
9. Crime
10. Growth

To develop a mission statement answer the following questions using the Themes of Change:

1. Who is Truckee Meadows Community College?
2. What do we do?
3. For whom do we do it?
4. Why do we do it?

Next, develop a list of institutional goals that reflect the mission statement. Specifically answer the following question:

What broad and general directions should Truckee Meadows Community College take to address the themes and forces of change?

GROUP 1

Mission Statement:

An institution to help people meet their potential by providing and supporting a learning environment for anyone who can benefit and improve the quality of life in Washoe County.

Truckee Meadows Community College should do:

1. Pursue more strategic alliances with business/industry
   - meet current employee needs
   - meet future (developmental, remedial)
   - meet needs of potential new industries
   - learning at business site
   - mentors, internships
   - offer employability, money management skills
   - potential source of technical equipment

2. Shifting political power/influence of gaming
   - develop marketing plan/raise image
   - understand business needs and wants
   - effective deliverer of education
   - communicate accountability

3. Expanded use of technologies to enhance access, content, delivery
   - technology to improve learning
   - teach current technical skills
   - new delivery approaches (access)
   - improve inservice training for faculty and support staff

GROUP 2

Mission Statement:

Truckee Meadows Community College mission is to optimize our communities diverse human potential.

Truckee Meadows Community College should do:

1. Provide the most efficient, effective, and vital environment for learning.
2. Serve populations that are diverse - socially, cognitively, physically, culturally, ...
3. Enhance and encourage life long learning.
4. Develop community partnerships.
5. Implement North /South institutional strategies.
6. Meet existing needs of our students.
7. Assessing and reassessing the needs of community and students.

GROUP 3

Mission Statement:

Providing educational leadership, responsiveness, and innovative approaches for those who want to develop/upgrade employability, technical, and/or personal skills in order to impact the economic security of its citizens and assist its industries to compete in world market.

Truckee Meadows Community College should do:

1. Develop and market assessment services across the community; assess how we admit students; advisory boards across the curriculum; strengthen educational partnerships with WCSD, UNR, other UCCSN, Job Corps, and other Nevada public agencies.
2. Address target populations: 55 +; 17-23 - @ risk; unemployed; under-employed; contingent workforce.
3. Implement competency-based curriculum across the college (skills warranty).
4. Develop formal advisement policy across curriculum.

5. Strengthen partnerships with business and industry (additional funding source?); expand internship across college departments.
6. Provide accessible and affordable child care to students.
7. Incorporate advanced communications technologies into educational courses.
8. Establish/commit to a placement service.
9. Expand developmental courses.
10. Adopt flexible schedules: short courses, mini semesters, year-round funding, deliver off-site.
11. Expand student support services.

GROUP 4

Mission Statement:

A comprehensive educational institution that provides life-long learning in support of an economically successful and socially responsible community.

Truckee Meadows Community College should do:

1. Offer developmental courses and support services that maximize student success.
2. College will keep pace with changing technology to insure student success and access.
3. College will be results oriented to insure institutional accountability.
4. Partnerships with business and industry.

Core External Environmental Trends

- Communication and information technologies and distance learning will require community college's to make changes.
- The need for remedial and developmental skills for students will continue in the future.
- Gaming interests will continue to be the most powerful economic and political force in our community generating the largest number of jobs.
- Washoe County has a high employment rate which will continue.
- The contingent labor force will continue in the future.
- Working and single-parents are a large and growing part of the population.
- There is a continuing shift in role responsibilities, and relationships from centralized to decentralized, from institutional and individuals, from federal and state.
- Washoe County's population will grow through 2015 with increased diversity and growth concentrated in school-age children and those over 50 years of age.
- Establish and maintain good relationships with state funding sources.

Common Themes of Change

- Changes in access, content, delivery
- Increasing developmental/remedial education
  *Influence of gaming
- High employment
- Increasing population of young children, those 50 and older, working and single-parents
  *Shift of roles changing social contract
- Technology skills gap

INVITED GUESTS

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Michele Glazier
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Margie Lish
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Institutional Effectiveness

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Donna Odell
Management Assistant I
Library
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Marsha Lindeken
Affirmative Action Officer
TMCC

Mike Rainey, Executive Director
Business & Industry
TMCC

Wirt Twitchell
Director of Counseling & Testing
TMCC

Dorothy Wysocki*
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Reno, NV 89509

NOTE: * could not participate

Dick Brand, Executive Dean
Academic Affairs
TMCC

Elsie Doser, Dean
Institutional Effectiveness
TMCC

Shanon Christiansen, VP
Academic & Student Affairs*
TMCC

Rita Huneycutt, Vice President
Planning & Development
TMCC

Dave Keebler, Vice President
Resource Management
TMCC

Tom Jacobs, Acting Director
Public Information
TMCC

Jackie Kirkland, Dean
Student Development*
TMCC

Paula Ringkob, Dean
Institutional Research
TMCC

Kenneth Wright, President
TMCC

RETREAT EVALUATION

MISSION AND GOALS RETREAT
September 18, 1995

EVALUATION

Participants: 29
Received: 15

At the close of the day's activities, please take a few minutes to give us your input on the following areas:

1. Did we provide you with enough materials before the retreat?

   Yes _15_ No _0_

2. How well do you think we did in reaching our goal for today?

   Comments:
   - very good
   - scale of 1-10 = 7
   - depends on what we do with this
   - fairly well achieved
   - real well
   - good - probably 60% which is normal
   - I hoped we would have arrived at a sympathized mission and goals statement
   - good - short of consensus
   - very close
   - accomplished
   - good first step
   - I hope so
   - scale of 1-10 = 8
   - we needed to complete the exercise
   - good, but need to stay on track due to time limitation

3. Have you been involved in an activity involving scanning trends previously?

   Yes _6_ No _8_ No Response: _1_

4. What part of the day was most successful?

   Comments:
   - finalizing the material
   - mission statement
   - breaking into small groups - dynamics are better than in large groups

- exchange of trends and community interaction
- the last part
- core trends
- all of it
- the whole day was successful
- developing goals
- I enjoyed the group process

5. What areas do we need to improve?

Comments:

- more people involved in the process
- more off dead center and progressively plan and implement!
- bring closure -- Lets not always look at the problem thru the scientific method. We need to get a product/idea and do something!
- more time to refine mission and goals
- Seems like the President and ALL Vice Presidents' should be involved to demonstrate commitment, and listen to external comments.
- could have used more time
- The level of scanning should be broadened in scope and more attention paid to impacts/implications.
- more time and a more diverse group - we need people with no investment in TMCC
- more community/faculty/staff involvement

Taking all aspects of the retreat into consideration, how successful was this project for helping TMCC determine its future direction?

Very Successful	_4_
Good	_9_
Somewhat successful	_1_
Poor	_0_
No Response	_1_

Additional Comments:

- We learned the process - now we need to continue it - it appears.
- Large group interactions - - a bit more debate and perhaps a consensus on a mission statement. It was a good day!
- What are we doing with these mission statement? Who brings closure? This is the 3rd time we've done this.
- I enjoyed the process very much - very informative.
- Its a tough challenge.
- A very commendable project. Thanks to Elsie, Margie and Joel Lapin.
- We need to implement this ASAP.

Mission and Goals Retreat

Evaluation

At the close of the day's activities, please take a few minutes to give us your input on the following areas:

1. Did we provide you with enough materials before the retreat?

   Yes_____ No_____

2. How well do you think we did in reaching our goal for today?

   _____

3. Have you been involved in an activity involving scanning trends previously?

   Yes _____ No_____

4. What part of the day was most successful?

   _____

5. What areas do we need to improve?

   _____

   _____

Taking all aspects of the retreat into consideration, how successful was this project for helping TMCC determine its future direction?

Very successful_____ Good _____ Somewhat successful_____ Poor_____

Comments_____

_____

_____

Name (optional)_____

(Form may also be mailed to Elsie Doser, TMCC, 7000 Dandini Blvd., Reno, NV 89512, no later than September 25.)

CONSULTANT'S REPORT

3525 Bucks County Ct.
Ellicott City, MD. 21043
October 4, 1996

Dr. Rita Huneycutt, Vice President
Planning and Development
Truckee-Meadows Community College
7000 Dandini Blvd.
Reno, NV. 89512-3999

Dear Rita:

Enclosed with this letter is my summary report and recommendations related to external environmental scanning, forecasting, and planning for TMCC for your review.

As I suggested in our meeting on September 30, I recommend that you and/or the president send thank-you notes to each scan team leader and to team participants as well. I believe that Elsie Doser's work on this activity is particularly deserving of special commendation and hope this is reflected in your recognition.

Also, I recommend a follow-up letter be sent to the TMCC mission and goals workshop participants thanking them, and indicating what will be done with their suggested mission and goals statements, and that they will receive final copies of the recommended mission and goals.

I have thoroughly enjoyed my work with you, Elsie and President Wright, and with so many dedicated faculty, administrators and staff of TMCC. I am proud of our success and look forward to being of service to you and TMCC in the future. Please review the enclosed Phase Two proposal and if acceptable, please contact me so we can discuss a professional services contract.

I hope to hear from you after you have had an opportunity to reflect on the summary report, recommendations, and proposal.

Sincerely yours,

Joel D. Lapin
Professor of Sociology,
Catonsville Community College

System Director of Planning
Community Colleges of Baltimore County

External Environmental Scanning, Forecasting, and Planning
Summary Report and Recommendations

Truckee-Meadows Community College
October, 1996

SUMMARY:

After a slow and difficult start, TMCC faculty, staff, and administrators participated in an external environmental scanning and forecasting process and activity which began in early 1996. This activity resulted in the development of a list of external environmental trends, selection of core trends, and the development of a mission and goals statement that is grounded in the external environment and is future-oriented.

President Wright has stated how critical planning is to the success of his presidency and his leadership. Our success to date and the recommendations to follow should reinforce and continue his success and that of TMCC.

EXTERNAL ENVIRONMENTAL SCANNING AND FORECASTING,
RECOMMENDATION # 1

The Vice-President of Planning and Development should solicit suggestions to improve scanning, forecasting, and planning from members of the external environmental scanning and forecasting teams. Recommendations should be shared with appropriate college leaders followed by responses that Planning and Development will take in light of recommendation made. For further development of this recommendation, see enclosed Phase Two proposal.

PLANNING,
RECOMMENDATION # 1

Improve the visibility and influence of the Planning and Evaluation Council by having it renamed and refocused into a Planning Council. For further development of this recommendation, see enclosed Phase Two proposal.

PLANNING,
RECOMMENDATION #2

The chief academic officer of TMCC must be an active and public supporter of external environmental scanning, forecasting, and planning and must demonstrate by example this type of leadership. Committed and full leadership on the part of the chief academic officer is required. Continued lack of support and lack of leadership will cause enormous harm and will seriously limit or prevent any future success.

In presentations on external environmental scanning and forecasting, I have made the

case for its benefits in improving current programs of study and future benefits in transfer, career, continuing, and community education. I believe instructional faculty that have participated in my workshops at TMCC, along with those more fully involved in our external environmental scanning and forecasting activity, are also convinced of its potential to improve current programs and indicate new opportunities for the future. With this background it is inexcusable that TMCC's chief academic officer has been visibly indifferent and unsupportive in our efforts this past year. I believe we cannot be fully successful in future external environmental scanning, forecasting, or planning under these conditions.

PHASE TWO PROPOSAL
SCANNING, FORECASTING, AND PLANNING
TRUCKEE-MEADOWS COMMUNITY COLLEGE

Establish a Planning Council:

Rename and re-configure the current Planning and Evaluation Council. The purpose of the Planning Council is to: (1) provide an "umbrella" committee for external environmental scanning and forecasting, planning, and assessment, (2) support, advocate, and oversee continuous planning, (3) take the role of the whole institution in recommending planning decisions to the president, (4) lead the effort to move from a broad institutional mission and goals statements to specific objectives for each institutional wide function unit—administration, instruction, student services, planning and development, and (5) recommend priorities for new budget initiatives based on the strategic plan.

Membership:

The Planning Council will report to the Vice-President for Planning and Development. It will be composed of representatives from various areas of TMCC--faculty, staff, administration. It may be appropriate to have *ex officio* members as representatives from critical college units. Members will not be selected to represent a unit's self-interest, but rather to represent the interests of the college as a whole. As a broadly representative group they will take the role of the whole institution (as expressed in the final TMCC mission and goals) in recommending planning decisions to the President. They will be involved in "big picture" or institutional-wide planning; not involving themselves in operational (day-to-day) planning.

Tasks and Responsibilities:

One of the first tasks of the Planning Council will be to lead the effort to move from broad institutional goals to specific objectives for each institutional-wide function unit—administration, instruction, student services, and planning and development. The Planning Council will oversee and coordinate institutional planning but will not do planning; planning is the responsibility of each function and units which report to the function unit leader. A college unit which submits a budget request is one expected to plan.

An immediate task is to do a SWOT analysis (strengths, weaknesses, opportunities, and threats). Listing core ones will be done by the Planning Council and distributed to function unit leaders along with the college's mission and goals. The Planning Council will instruct functional units to submit objectives that their unit proposes to accomplish in FY 98 that are clearly linked to appropriate institutional goals. Objectives should be as specific, measurable, realistic, and achievable as possible. Measurement indicators should be submitted for each objective.

Each functional unit will submit its proposed list of objectives and the goals to which they are linked to the Planning Council for review, clarification, change, approval, and support.

The Planning Council will assure that the proposed objectives follow from institutional goals, are valuable and important, and not duplicative. The Planning Council will oversee institutional planning coordination, responsibilities, timelines for achievement, and if necessary, recommendations for resource support and/or re-allocation.

The Planning Council will be provided a budget development calendar. The Planning Council will review and recommend approval of budget planning which integrates TMCC's institutional goals and function objectives into the budget development calendar and assuring, to the extent possible, that the goals and objectives determine budget development and spending and not vice-versa.

The Planning Council will provide coordinating leadership for institutional planning including ongoing efforts in external environmental scanning and forecasting, assessment, marketing, and ad hoc efforts in accreditation and capital/facilities planning.

Continuing External Environmental Scanning and Forecasting:

The External Environmental Scanning and Forecasting Committee will become a standing committee of the Planning Council and will be charged with continuing to monitor the external environment and providing opportunities for involvement in scanning and forecasting for TMCC faculty, administration, staff, and others as desired (students, community members, etc.). Each year the Committee will provide an update to the Planning Council on the external environment with a specific emphasis on the current and future status of external trends. As part of its annual update it should indicate any changes in movement of trends, any emerging issues whose status has changed, and any "wild cards" that have become more likely than unlikely. Every three or so years the Committee should once again provide a comprehensive report on the external environment to the Planning Council with recommendations for changes to the mission,goals, objectives, etc. The next comprehensive review of the external environment should occur in 1999-2000.

External environmental scan team leaders and members will be asked to suggest recommendations for improvement to the process, structure, timelines, etc. used this past year. Recommendations will be discussed with the Vice-President of Planning and Development and if already established, the Planning Council. Changes will be made as necessary and appropriate.

TIMELINE

EXTERNAL ENVIRONMENTAL SCANNING AND FORECASTING

UPDATED ACTIVITIES AND TIMELINES FOR COMPLETION

April 23, 1996

1. Conduct presentations on external environmental scanning and forecasting before administration and their leadership planning teams. Work with college leadership to integrate external environmental scanning and forecasting into planning process and product to improve both. COMPLETION: months one and two, December and January.

2. Conduct workshops on external environmental scanning and forecasting to college faculty, administrators, and staff. Consult and will assist in identifying change areas to be studied, organizing scan teams, selecting scan team leaders and members, identifying support and resources necessary, and will orient and train scan team members and leaders. COMPLETION: months two and four, February and May.

3. Scanning underway with monthly progress reports to institutional planning and/or futures group. Teams meet every two weeks. Meetings held between March 7 and June 1 for this academic year. (Teams will continue meetings in the fall.)

4. Draft of trends with rationale (list of emerging issues, wild cards, trends). Chairs of scan teams do an external reality check. What are the most important trends which will be most important to Reno/Washoe County in the next few years. Use just one open ended questions; ask it of representative of the community (K-12), gaming, city official, state government, heads of non profits, local politicians, small business people, minority groups, community agency groups, etc. COMPLETION: April 30.

5. Clean up initial draft of external environmental trends (with rationale for each) submitted for consultant review and forwarded to college for internal reaction . COMPLETION: June 1. Present to the external community for their review and response. COMPLETION: August/September.

6. Final list of external environmental trends submitted for consultant review and forwarded to college for discussion. Discuss institutionalizing continuous external environmental scanning and forecasting into the college's planning and/or effectiveness structures and processes and recommendations offered to implement such. COMPLETION: months eight and nine, September and October.

7. Consultant works with scan teams and planning/futures groups to select those external trends most consequential to communities served by college which the institution should address. COMPLETION: months ten and eleven, November and December.

8. Consultant works with college to identify manageable number of trends which can be used as the anchor for a refined institutional mission and list of goals, strategic plan for the future, and the targets for new and revised programs and curricula. COMPLETION: months eleven and twelve, January and February.